



Fort Jackson Campaign Plan



COMMANDING GENERAL'S MESSAGE

I am privileged to have served at Fort Jackson since July of 2008. The post is truly blessed with an abundance of resources, talent, and unlimited potential. I cannot overstate how honored and proud I am to lead so many professionals. The people here and the missions they complete are truly remarkable.

That fact, which is at the very core of our proud legacy, will help us sustain confidence and momentum as we approach our new path.

We have developed a plan with an integrated common vision to bridge Fort Jackson into a future that is even greater than its storied past.

The nature of what we do here at Fort Jackson is integral in supporting our Army. The way we accomplish this common goal of Army support is expressed in our vision statement.

This clear, concise, and insightful declaration provides purpose, direction, and motivation for all on Fort Jackson. It



provides an overarching concept, which will serve to focus on specific organizational goals, plans, and programs.

This vision provides the direction for every member of Team Jackson to strive toward higher goals and improved performance as it relates to training, quality

of life, and supporting and sustaining the Soldiers, Families, and Civilians of Fort Jackson. The vision statement was the initial step in implementing positive change.

The next step was the creation of Fort Jackson's Campaign Plan; a comprehensive plan for the entire installation which integrates all actions across three lines of operation — training, quality of life, and support and sustainability.

These lines of operation outline a common goal of improving Fort Jackson over the next three years while we serve as an integral part of the Generating Force in support of Army Force Generation (ARFORGEN). As the Army's foremost training center, Fort Jackson must continue to excel by improving upon its already solid foundation.

In order to accomplish this, we have implemented specific campaign and major objectives which are expressed on

our Strategy Map. These campaign and major objectives allow us to quantifiably measure our effectiveness in the accomplishment of our mission and ensure our success.

Our mission is vital and demands the very best in all of us. Our legacy must be one of selfless service, strong leadership, and positive impact. We will accomplish this and build our legacy based upon our deeds, not our words. I encourage each and every member of Team Jackson to understand the ideas presented here, so you can contribute to improving Fort Jackson and our Army.

A stylized signature of Bradley W. May in black ink.

Bradley W. May
Brigadier General, U.S. Army
Commanding

VISION

Team Jackson, a proud legacy of training and inspiring American Soldiers for over 90 years, committed to transforming individuals and institutions, while at the same time providing the highest quality of life and care for our Soldiers, Families, and Civilians.

***Fort Jackson:
Tradition, Training, Transformation***



TRADITION

Fort Jackson has played a vital role in preparing Americans to serve their country for more than 90 years. When the installation was built in 1917, just like today, our nation was at war.

Since then, numerous units have prepared for battle here — the 4th Infantry Division, the 101st Airborne Division, and the 81st Infantry Division.

More than 500,000 Soldiers trained here before fighting in World War II. The Soldiers who trained here before us leave us with a proud legacy and have inspired many to follow in their footsteps.

Although the Army has changed tremendously over the years, we are all part of that lineage of brave Americans. All of us should be proud to be part of the tradition that defines this great installation.



TRAINING

Training is our hallmark. As the Basic Combat Training Center of Excellence, we are transforming civilians, training Soldiers, and developing leaders who live the Warrior Ethos, are physically tough, mentally adaptable, and able to contribute to the success of their first unit of assignment meeting ARFORGEN requirements.

Today, Fort Jackson trains approximately 50,000 Soldiers a year in Basic Combat Training. Eighty percent of women who join the Army are trained here.

We are home to Advanced Individual Training units, the Soldier Support Institute, the Drill Sergeant School, Joint Forces Chaplain Center and School, Victory University, and the Defense Academy for Credibility Assessment. Additionally, Task Force Marshall prepares Individual Ready Reserve Soldiers and Navy individual augmentees for deployment.

Fort Jackson plays a vital part in training Soldiers and protecting our country. Our Army serves a nation at war. Our individual and organizational approach to our duties and tasks must reflect the seriousness and sense of urgency characteristic of an Army at war. Make no mistake, we are an Army and a nation at war.

The lives of our sons and daughters in uniform and those of their loved ones at home depend upon our best effort to prepare them for this conflict.

TRANSFORMATION

Although we have a proud tradition on which to rely and inspire us, we must never lose sight of the future. To be effective, we must be willing and ready to accept change.

Transformation means more than just modernizing our infrastructure. This means constantly challenging ourselves, our methods, and our means.

Transformation is not a new concept here. Our responsibility as leaders hinges on our ability to continually evaluate and improve training. It is only by providing the best training that effective transformation from civilian into Soldier can occur.

With the greatest training possible, our Soldiers will always meet the demands of our Operational Army.



MISSION

The Army Training Center and Fort Jackson executes **Basic Combat Training and Advanced Individual Training**; enhances our **Drill Sergeant and Cadre Leader Training**; and synchronizes our **Service Support Operating Systems** in order to effectively transform civilians, train Soldiers, and develop leaders who live the Warrior Ethos, are physically tough, mentally adaptive, and able to contribute to the success of their first unit of assignment supporting ARFORGEN requirements for both the Operational Army and the Generating Force.

CAMPAIGN PLAN OPERATIONAL DESIGN

To better support an Army at war now and in the future, we will develop a laser focus on executing Initial Individual Military Training, our core competency. To accomplish this we must embrace change by fostering a culture of innovation.

As part of the Generating Force, we will accomplish this by emphasizing our core

sub-functions as the heart of what Fort Jackson delivers to the Army.

We will accomplish our mission by building and sustaining our core sub-functions. The Fort Jackson Campaign Plan identifies leads for each Campaign and Major Objective nested within the Lines of Operation.

COMMANDING GENERAL'S STANDING INTENT

PURPOSE

The Purpose of this Standing Intent is to provide clarity and unity of effort to all Soldiers and Civilians on Fort Jackson.

In the absence of orders, this intent statement summarizes my view of our mission.

KEY TASKS

— Live the Army Values. As Soldiers and Civilians, we must be role models.

— Discipline: Is doing the "right thing," even when nobody is watching. Take pride in our discipline.

— All Leaders, Military and Civilian, are paid to think. We must constantly seek improvement.

— We accomplish nothing by ourselves. Serving here means being a part of a Team and a Team of Teams.

— Know, train, and enforce the "Standard."

— Fort Jackson Soldiers must be "Masters" in Basic Rifle Marksmanship

and all aspects of First Aid.

— Leaders, at all levels, take ownership for our Barracks. Regardless of age, make them a showplace.

— Sexual Assault, in any form, is a crime and is not tolerated here.

— When things go wrong, get accurate information quickly and report it to your chain of command.

— Great Leaders, Military and Civilian, counsel their subordinates. Be a great Leader.

ENDSTATE

Fort Jackson is a great place to serve our nation. Our task is to make it even better. Our mission is vital and our obligations to the nation demand the very best in all of us, Military or Civilian.

Our legacy to the generations that follow must be one of selfless service coupled with strong and positive leadership.

We will accomplish this task and build our legacy based upon our deeds not words.

FORT JACKSON'S CORE COMPETENCY AND CORE FUNCTION IS TO EXECUTE INITIAL INDIVIDUAL MILITARY TRAINING

Our core sub-functions:

- Basic Combat Training
- Advanced Individual Training
- Pre-Command Course, AIT PSG Course, Drill

- Sergeant School, and Cadre Training Courses
- IET (Initial Entry Training) proponent (Doctrine and Training Development)
- IET Research
- Reception

- Army Prep School
- Quality of Life for Soldiers, Families, and Civilians
- Service Support and Sustainability Operating Systems

FORT JACKSON'S STRATEGY: ENDS, WAYS, AND MEANS

This framework focuses thinking and provides direction. Adopting the Ends, Ways, and Means framework allows Fort Jackson to express its strategy in a succinct, coherent, and simple manner.

The **ENDS** of Fort Jackson's strategy: Fort Jackson's strategic vision consists of three overarching and interrelated strategies, or ends. The ends are to support ARFORGEN by focusing on Initial IMT, our core competency; provide the highest quality of life possible for those who live

and work here; and to improve, synchronize and integrate our support and sustainability operating systems supporting the IMT and Quality of Life ends. These explain what Fort Jackson does to support the TRADOC and DCG, IMT Campaign Plans.

The **WAYS** of Fort Jackson's strategy. The ways of our strategy are methods which achieve our ends. The ways are expressed as **CAMPAIGN OBJECTIVES** with associated **MAJOR**

OBJECTIVES.

The **MEANS** of Fort Jackson's strategy. The means of our strategy are the resources and initiatives that enable us to achieve our ends. The means of Fort Jackson's strategy are our strategic communications, knowledge management, physical assets, financial resources, and business transformation processes.

LINEs OF OPERATION. The Lines of Operation for our Campaign Plan

describe similar, closely related core sub-functions, with actions and activities that link objectives in time and purpose. The lines of operation were developed to focus responsibility for, and cooperation among, like activities. Each line of operation has a dedicated staff lead for achieving desired outcomes, establishing standards, and developing metrics.

The Fort Jackson Campaign Plan has three lines of operation: **TRAINING, QUALITY OF LIFE, SUPPORT AND SUSTAINABILITY**

